



# Why Local Communities Want To Be Involved In On-Post Decision Making, and How To Engage Off-Post Groups

Army Worldwide Environmental and Energy Conference  
2000

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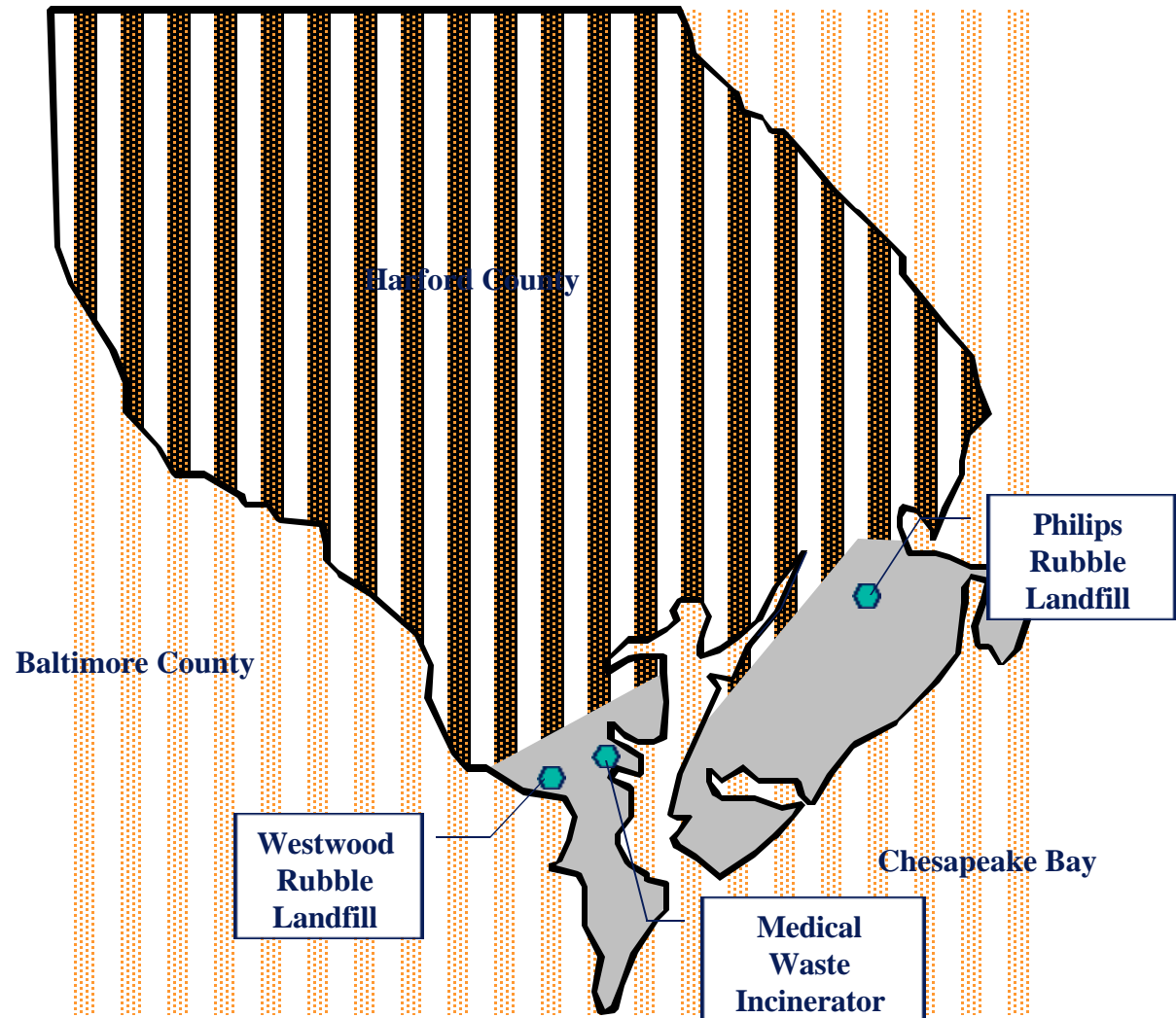


# Questions about community involvement

- Who is the “off-post community”?
- What are their perspectives?
- Why does the community want to be involved?
- How can we effectively engage the community?
- How can it help?
- How can it hurt?

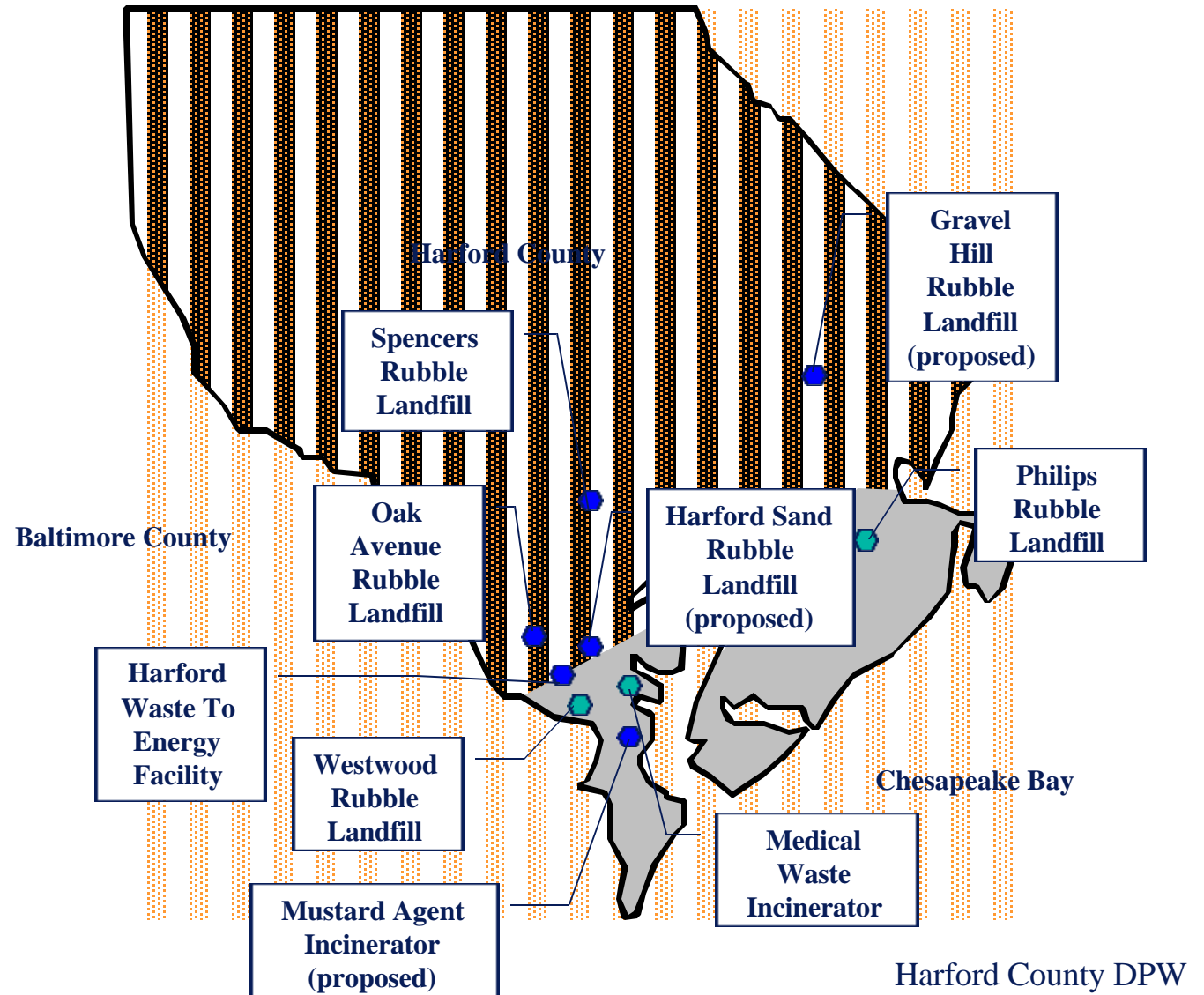


# Case Study – APG Facilities



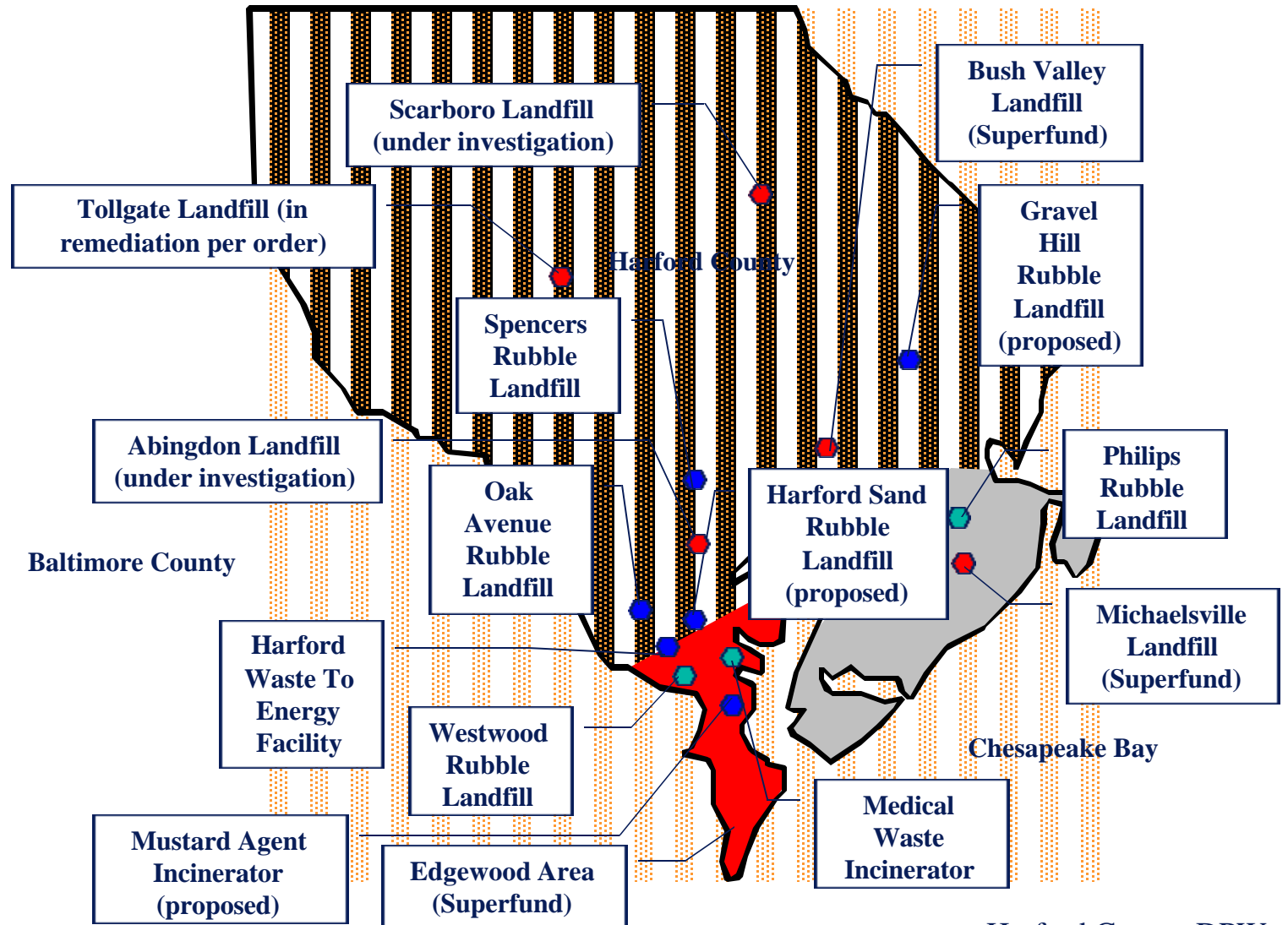


# Citizen's Perspective





# Political Perspective





# Communities (simplified view)

## On-Post

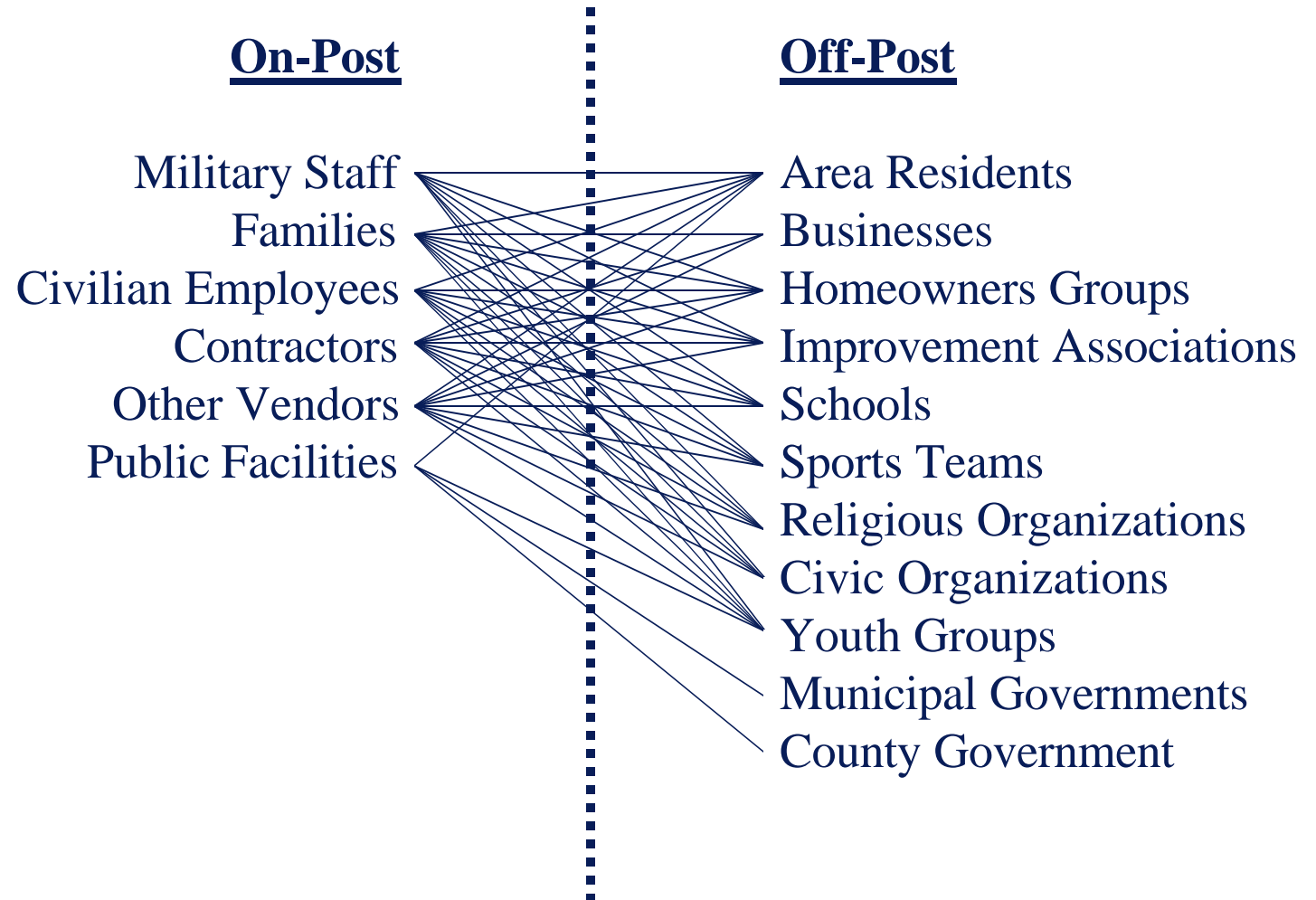
Military Staff  
Civilian Employees  
Contractors  
Other Vendors

## Off-Post

Area Residents  
Businesses  
Homeowners Groups  
Improvement Associations  
Municipal Governments  
County Government

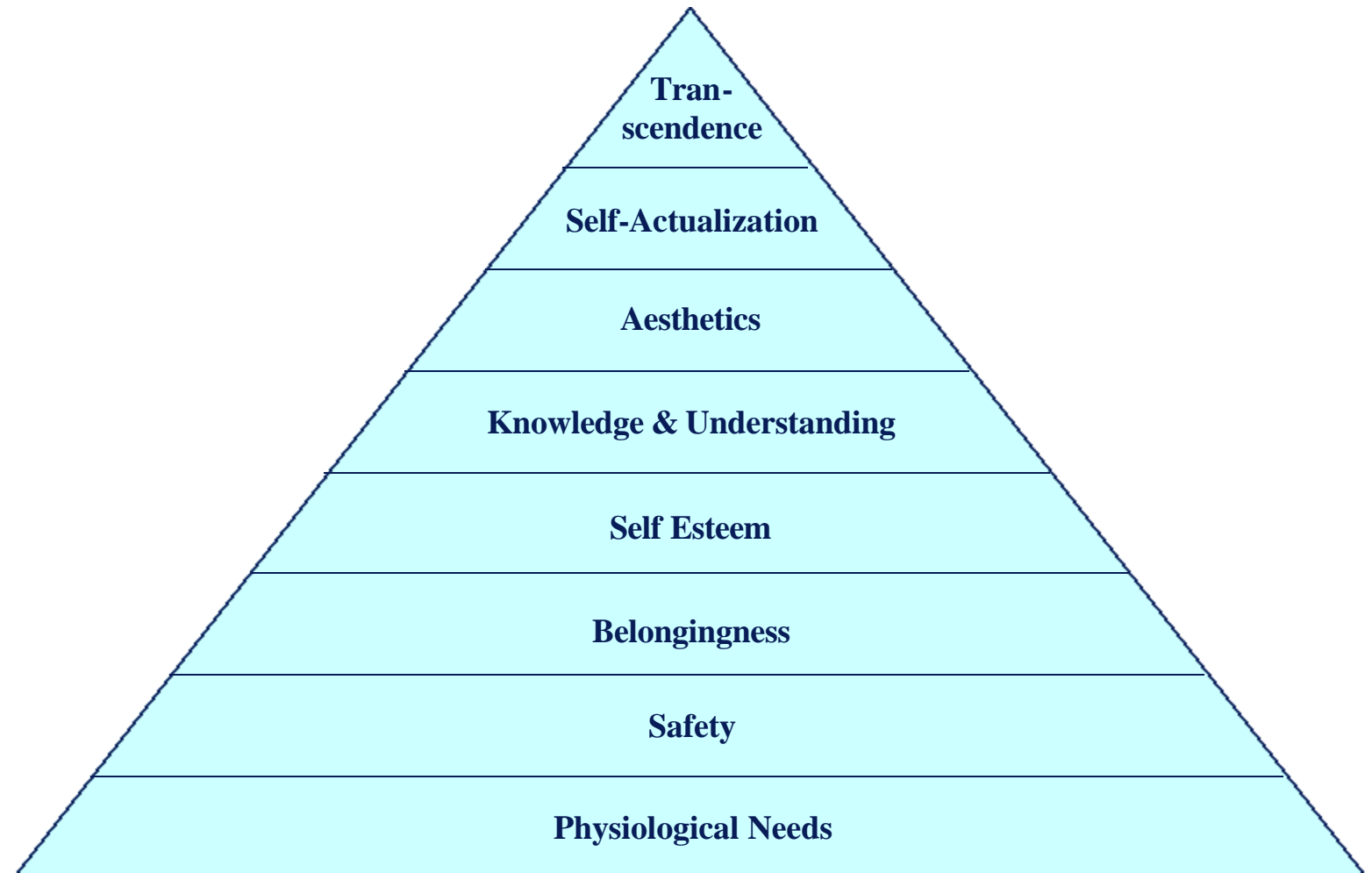


# Communities





# Maslow's Hierarchy of Needs







# Community Needs

- Financial stability
  - 🏠 Employment
  - 🏠 Economic health
  - 🏠 Property value
- Safety
  - 🏠 Environmental concerns
  - 🏠 Physical concerns
- Respect
  - 🏠 Information sharing
  - 🏠 Need to be heard
- Aesthetics
  - 🏠 Appearance
  - 🏠 Noise



# Effective Techniques

- Public Availability Sessions
  - 📎 Involve project personnel
  - 📎 Convenient times and locations
- Task Forces
  - 📎 Allow community to appoint members
  - 📎 Assist with resources (meeting rooms, presentations)
  - 📎 Vary location of meeting
- Tours
  - 📎 Reduces fear of the unknown
- Newsletters
- Public Meetings (not hearings)

*Note: The Army already uses all of these techniques*



# Key Elements

- Personal – involve project staff
- Patience – commitment of key staff on long term basis
- Relationships – helps to “de-institutionalize”
- Comprehensive Information – as complete as possible
- Comprehensible Format – photos, diagrams
- Open – build trust by opening your doors
- Varied – use different formats to reach different segments



# Local Government Interaction

- Ensure that both Army and local government staff understand organizational structures
- Build relationships at all levels of staff
- Foster relationships which survive changes in command/leadership
- Invest time in orienting new appointees and staff
- Educate key local government staff members on programs and mandates
- When possible, share resources and expertise



# Costs & Benefits

## Costs

- Personnel resources
- Time commitment (after hours)
- Energy – not everyone enjoys public interaction
- Training
- Change – may be disruptive

## Benefits

- Helps diffuse tensions and fears
- Builds trust
- Improves overall relationship
- Fosters partnerships

*“Don't I destroy my enemies when I make them my friends?”  
Abraham Lincoln*



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